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February 13, 1981

Mr. John Huizenga
[redacted]

Dear John,

I was delighted to hear that you will be able to join us for our two-day shindig in the country on the business of estimating. Your presence will be a real plus for us all, and Bruce, Hal, and I are particularly looking forward to your sharing your wisdom with us on topics that will have a very familiar ring to you.

Here are the specifics on the logistics and the tentative agenda. Most of us will be leaving Headquarters at 8:00 a.m. Monday, 23 February, via bus for [redacted] Washington National. We'd be happy to have you join us for the bus ride, or you might prefer simply to meet us at [redacted] at 8:30 a.m. (Please let me or my Exec Officer, [redacted] -- know what your druthers are in this regard.)

The conference itself will take place [redacted] We'll plan on getting under way there at about 10:30 a.m. On tap for discussion after the opening formalities will be various folks' evaluation of the NIC to date (strengths and weaknesses). After lunch we'll tackle an examination of the new policy environment, and later on, the problems of drafting. After dinner, we return to the fray with some recollections and advice about the hazardous art of estimating; that's where you come in (more about this in a moment). On Tuesday morning we'll kick around the topics of coordination and dissent. We plan to close up shop around 10:15 a.m., which should put you back here at about noon or a little before.

Participants will number about 30 and will include the NIOs; several of their deputies; the ten analysts now on board in our planned 20-officer drafting staff; Bruce, Hal and myself; and, as our guests, you, [redacted] Don Gregg [redacted] at the NSC), and [redacted] a NIC consultant at Brookings. We will bunk at [redacted] where we will also take lunch and dinner on Monday and breakfast on Tuesday. (While this whole excursion is, of course, on the house as far as you are concerned, I very much regret that we can't compensate you more handsomely.)

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I hope you will feel free to enter into the discussion as much as you wish at our various substantive sessions. On Monday evening, however, we'd like you and [redacted] to constitute STAT a panel to discuss "the purposes and problems of estimating." Hal Ford will introduce the topic and the panel. What we'd like is for each of the three of you to give us a short burst (about 10 or 15 minutes) in which you distill what you feel are the principal lessons from estimating experience to date, and the principal advice you would give our group for the days ahead. After your initial remarks, it will be back and forth in the panel, plus discussion (cries of outrage) involving the whole group. We want to start this session at about 7:00 p.m. and close out around 8:30 or 8:45 p.m.

I think our agenda will give us all some interesting, if not exactly new, bones to gnaw on. At this point chances look pretty good that our session will come off as outlined above, but should forces beyond our control invalidate this estimate and force us to postone or alter, we'll get to you as quickly as possible. See you on Monday, 23 February!

Sincerely,

[redacted] STAT

Richard Lehman

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